

To: Mayor MacLellan-Ruf and Members of the Council
From: James D. Chaousis II, City Manager
Date: January 22, 2015
RE: City Manager's Weekly Report

OFFICE OF THE CITY MANAGER

- *This was a short administrative week due to the observance of Martin Luther King Jr. Day but it was still a very busy week. The week was monopolized by reports regarding personnel. Although those issues are unpleasant aspects of running a large public business they are not even remotely the most emergent aspects of the business. We want professional integrity, fiscal responsibility, and a better government in Rockland. Nothing less is satisfactory. We cannot accept the same old way of doing things just because that's how it has always been. Change is hard but we are rolling up our sleeves to change things for the better.*
- *Please remember the January 25th, 2016 meeting at 6 pm. We will meet with Lissa Bitterman, ecomaine. We will learn about single-stream recycling, as it is performed at their center and how their Municipal Solid Waste incineration works for participating partners.*
- *Included in your report are two drafts of the Employee Handbook. One copy is redlined. This copy will allow the City Council to follow along with policies that are already in existence, ones that are being modified, and new provisions of policy. The second copy is a clean copy. This should be easier to read. The Employee Handbook is a comprehensive collection of personnel policies to orient new and existing employees regarding the policies associated with employment in the City of Rockland. Currently, policies are separated, disjointed, and difficult for compliance and enforcement. This should be much easier. The Charter and Code call for a personnel policy, yet one has never been comprehensively developed. This project is over six months in the making and has been vetted with the department leaders. It has also been legally reviewed regarding personnel law. Our insurance carrier has been concerned about the vagueness of our personnel policies for some time, as specific policies can reduce our insurance liability and increase claims. I will bring this forward in February for acceptance by the City Council by resolve but offer it in advance for comment, questions and review.*
- *I met with Andy Hart, Knox County Administrator, regarding our developing a grant to the Efficient Delivery of Local Services Fund, through the Department of Administrative and Financial Services for the State of Maine. We decided that the City of Rockland will act as host for the grant which will supply initial funding for a Knox County based Human Resources system. We will be asking the State for \$150,000 over the next two years regarding this request and developing a funding formula for continued implementation. I will share the application and ask for*

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permission to apply at the February meeting. The goals of the grants are as follows:

1. Attracting and retaining a quality municipal and county workforce;
 2. Ensuring fair and equitable treatment of municipal and county employees by creating parity and consistency in policies and procedures regarding labor standards compliance, workplace health and safety and training and development and salaries;
 3. Providing routine human resource management support such as recruitment and separation, negotiation of compensation and benefits for all county and municipal government staff within Knox County; and,
 4. Ultimately create a foundation that facilitates the sharing of human resources amongst municipalities in Knox County.
- I made a conditional offer to an Assessing candidate. I sent the information regarding the candidate separate from this report to protect the identity of the applicant until confirmed by the City Council. I will ask the Mayor to schedule an executive session with one of our upcoming meetings to meet the candidate and ask questions.
 - The project team met with Gorrill-Plamer regarding the Camden Street design. It was a very promising meeting. We have given further direction to the engineer and will deliver a report to the City Council in March. This coincides perfectly with the budget process. It is my hope and desire to make the Camden Street improvement, on some level, in the 2017 construction year.
 - I met with several candidates for the position of Harbor Master. I am quite intrigued by some of the potential candidates and know that we will fill the position with a high quality candidate. Applications are received through next Friday.
 - Conducted a Department Head meeting and training regarding employee performance appraisals. Not only did we generally discuss the administrative execution of performance appraisals but we discussed the importance of having achievable goals for employees. This session was very productive and the city will be able to deliver on 100% performance appraisals by the end of the fiscal year. This is a condition of the Charter and Code to conduct appraisals annually but it has not been faithfully executed in the recent history of the city. I am proud of our advancements regarding this issue.
 - I discussed the possibility of a three way transaction with Mr. Dorr and Mr. Dodd regarding Engine Quarry. It is very promising and I will report more as it evolves.
 - Ford has notified us of their intent to repurchase the failing 2011 F350 Rescue vehicle that has been malfunctioning for the last year and a half. This is promising but we have not settled on a number. I obviously am pushing for 100% of value of the vehicle we bought. We are also delaying the award of the ambulance bid until we have further information

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regarding this issue. We may be able to add an additional ambulance to the order and drive the cost down further.

OFFICE OF THE ASSISTANT CITY MANAGER/COMMUNITY DEVELOPMENT DIRECTOR

- Rockland has received a lot of great national and statewide press over the past week that demonstrates our economic development potential – specifically how attractive we are as a year round travel destination and real estate market primed for redevelopment:
 - The Boston Globe ran a piece on Rockland's appeal as a year round destination for visitors and featured a lot of local businesses, organizations and events:
 - <https://www.bostonglobe.com/lifestyle/travel/2016/01/16/rockland-maine-wide-awake-winter/9GfI9QQi1mOT0fkkdGf07M/story.html>
 - The Working Waterfront and Maine Biz featured stories on the potential redevelopment of Tillson Avenue:
 - <http://www.islandinstitute.org/working-waterfront/rocklands-former-industrial-peninsula-poised-redevelopment#.VqDGgAOVXeY.mailto>
 - <http://www.mainebiz.biz/article/20160121/NEWS0101/160129989>
- The announcement regarding the Atlantic Street segment of Harbor Trail has continued to receive a lot of incredibly positive feedback. The ability of the City to move this project forward is reflective of the exciting changes and new talents and skills within the Public Services Department.
- Meeting with Chief Boucher and Connie Putnam from Knox County Community Health Coalition to discuss the development of a grant application that will potentially include school vacation programming at the rec center, police officer training and a youth mentorship program.
- Continued grant writing for the State Government Efficient Delivery of Local and Regional Services Grant. Virginia Lindsey and I have sketched out the framework for the cost benefit analysis and Virginia will be doing the financial modelling next week.
- Continued discussions with 2 developers interested in the potential of doing major industrial development projects in Rockland.
- Meeting of the Harbor Management Commission – we continued discussion on the update of the Marine Resources chapter of the Comprehensive Plan and finalized the RFP for Engineering and Design Services for the redevelopment of the Public Pier. The RFP has been advertised.

OFFICE OF THE FINANCE DIRECTOR

- Sometimes the weeks with a holiday on Monday tend to be the longest weeks.
- Not a lot to report this week. I attended a number of meetings and served on the Personnel Grievance board. I continue to work on budget forms; this week I'm developing the wages and benefits workbook. I've discussed the new budget format with a number of department heads. I believe most everyone is warming up to the idea of the new format.

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- Yesterday, department heads received some training from the Human Resources consultant designed to help us conduct beneficial performance appraisals of our employees; and also help us understand the importance of positive comments and encouraging employees to develop objectives and achieve goals. Ultimately, performance appraisals can help support employees and supervisors in providing better quality work through open and improved communications.
- The cash flow is dwindling as anticipated. Another warrant of nearly \$1 million was sent out this week; the cash flow will be under \$2 million by next week. Hopefully, general revenues will come in over the next several weeks until the second round of tax payments begin.
- Our payroll specialist was able this week to process W-2 forms, which should make employees happy; at least those who wish to get their annual taxes processed early. And our accounts payable clerk is getting ready to process 1099s, which will go out next week.
- That's the report for the week ended January 22, 2016. The first month of the New Year is quickly slipping by.

OFFICE OF THE LIBRARY DIRECTOR

- Catinka Knoth's Children's Art Class drew Arctic Animals; the Adult Class did not meet due to the Martin Luther King, Jr Holiday.
- Children's Librarian Jean Young conducted the third Family Place Libraries™ "Play with Me" workshop with guests Linda Gundel of the Friends group and professional: Judith Hatch Orme, family therapist who visited with the families.
- Volunteer storytime reader Judy Anderson had a "restless but fun crowd" and read to them I'm a Little Teapot retold and illustrated by Iza Trapani; Dog and Bear by Laura Vaccaro Seeger; Togo by Robert Blake. They then worked on a craft that consisted of gluing clouds and snow onto a snowy landscape to take home.
- The Thursday Evening Arts and Cultural Event was a travel and food talk with Camden author Nancy Harmons Jenkins who discussed "Living, Working, Cooking and Eating in Italy" to an audience of 48.
- The Conference Rooms were rented twice this week.
- Staff are fielding many, many calls daily to book appointments for the AARP Tax Aide, free income tax filing assistance, from trained volunteers. Volunteers will provide help two days a week, starting in February.
- On Saturday, children celebrated snow during the Snowman Play Day which consisted of crafts, science experiments, snacks and stories.
- We once again want to remind you to mark your calendars so you can attend Love Your Library on Friday, February 12 from 4:30-7; this will be the third year for this event—the Library's "Valentine to the Community".

OFFICE OF THE FIRE CHIEF

Over the preceding week, in addition to the response to 35 Fire and EMS calls, conducting apparatus checks, daily cleaning, routine repairs and maintenance to the fleet and of the quarters, the following occurred:

- On Sunday B-Shift conducted two smoke detector installations for City residents.

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- The Rockland Firefighter's Union, Local #1584 held their 5th Annual Chili Chowder Cook-off on Sunday at Trackage. They report this was the most successful year yet, raising over \$2100 to help MDA fight Muscular Dystrophy.
- B-shift shoveled most of the City's fire hydrants on Sunday, with C-shift finishing them on Monday. We are very thankful to our phantom shovelers throughout the City, who cleared out some of the hydrants ahead of us.
- I conducted an inspection of Rustica in conjunction with the Code Office.
- I met with the owner and general contractor at another project to ensure the work being done would meet the requirements of all entities.
- On Wednesday I attended the Knox Regional Communications Users Group meeting. This group works with the Executive Board and KRC staff to ensure all lines of communication between the 911 center and our respective agencies are as efficient as possible.
- Wednesday evening, A/C Mazzeo and I attended the Annual Meeting of the Knox County Fire Chiefs. Some changes in the structure lead me to have positive thoughts as to the future of Mutual Aid and local collaboration among FD's in our area.
- I met with D/C Young of RPD to discuss some of the incidents both our departments respond to, so that we might be even more effective and efficient in the future. We had one such incident last week where someone went into cardiac arrest and a nearby RPD officer started CPR. Our personnel arrived quickly and were able to successfully defibrillate the patient into a survivable cardiac rhythm. The patient began breathing on their own before the ambulance left the scene minutes later. Early CPR and early electricity is the most effective way to a survivable outcome from cardiac arrest.
- I would like to note that a question brought up by a sharp eyed Councilor may bear a quick explanation. While the FD is responsible for the enforcement of the Life Safety Code, we found that in most cases, between the Code office and FD we spent more time coordinating schedules than conducting the actual license inspection at eating establishments. With this in mind we have allowed the Code Office to conduct these inspections and if they find issues with the few items under our authority, we follow-up. Finding no issues, the Code Office person conducting the inspection signs in our place. We still inspect all first time licensed establishments, apartment buildings and all lodging facilities in conjunction with the Code Office. We are currently inspecting all licensed businesses with the new Asst. Code Officer to ensure his comfort in identifying those items that we look for. I have 100% confidence that Bill Butler is easily up to the task.

OFFICE OF THE CHIEF OF POLICE

Officers responded to 169 calls for service. Rockland Police Officers responded to 15 motor vehicle crashes and 2 animal complaints. Twelve (12) traffic stops and traffic violations were conducted. Officers charged or made arrests of 6 individuals for various offenses, to include Warrants of Arrest, Traffic offenses, Bail violations and Disorderly Conduct

Administration-

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- Chief Boucher applied for a scholarship to have an officer attend Roger Williams University, Executive Police Management School in the fall of 2016.
- Chief Boucher the Spillman User group meeting to discuss a future grant possibility that would enhance the county's public safety technology needs.
- Chief Boucher met with other city department heads and the Executive director for Knox County Community Health Coalition to discuss how can partner to apply for a grant to address issues within the community of Rockland.
- Met with Chief Miceli to discuss the implementation of the joint arson investigation team. Both Det. Neal and F.F. Wytock have completed their initial training. Call out guidelines have been established. This team will continue to work closely with the State Fire Marshalls Office until they have proven competency in arson investigation.
- DC Young met with an investigator for the State Fire Marshalls Office concerning our arson team.
- Working with Sgt. Finnegan as we start working on updating the second half of our policies and procedures manual. This will be an ongoing task expected to take several months to complete.
- DC Young met with Principal Thompson at Oceanside East High School. This was a quality control meeting to ensure that Rockland P.D. was providing the required services to the high school. Principal Thompson was very pleased with our agency.
- DC Young was selected to the executive board of the Knox County Regional Communications oversight committee.

C.I.D. –

- Assisted the Office of the Attorney General with investigating a complaint of Terrorizing.
- Conducted Sex Offender Compliance Checks.
- Investigated a bomb threat that was called in to a local restaurant. The threat was determined to be a hoax and has been investigated as thoroughly as possible with no leads as to who made the call.
- Det. Neal attended the week long REID school of interview and interrogation.

Patrol Division –

- Officer Redden attended the week long REID school of interview and interrogation.
- Officer Gaylor completed the two week long Methods of Instruction course at the Maine Criminal Justice Academy. This is the first step Officer Gaylor needs to become a certified firearms instructor.
- Officer Smith responded to a report of a man who collapsed while shoveling snow. Upon his arrival he determined that the man was in cardiac arrest and performed CPR until Rockland EMS arrived. Because of the actions of Officer Smith and Rockland EMS the man regained a heartbeat and was eventually transported to Maine Medical Center.
- Foot patrols were conducted in the downtown area.
- Sgt. Camporiale completed OUI grant material to provide to the funding source in order to make sure more funding is available to Rockland P.D.

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- Officers conducted radar details at various locations throughout the city to include school zones and Main St.

Parking Enforcement-

- This week Traffic Officer Peasley mailed out 99 past due parking ticket letters for tickets issued from July 1st through November 30th 2015.
- Four "Denver Boot" letters were mailed out this week to those repeat parking violators.

OFFICE OF THE MUNICIPAL FISH PIER DIRECTOR

- No permits were issued this week.
- ECO-ANALYSTS INC. launched their 14' skiff and obtained core samples of the designated area bottom around pier as requested by the Army Corp of Engineers. The collected core samples will be sent to the lab for chemical analysis and granular size. Then we wait for the lab results and hopefully the results are within their required parameters. If not, further testing will be required.
- Attend Performance Evaluation Training for Managers at city hall.
- The price per pound for scallops is still \$12.50 per pound.
- The price per pound for lobster is \$3.85 a pound.

OFFICE OF THE PUBLIC SERVICES DIRECTOR

- A dangerous limb overhanging Maverick Street was removed with the bucket truck.
- Participated in the Rockland, Camden Street Study workshop.
- Cleaned Basin tops.
- De-iced walkways.
- Plowed and scraped snow drifts in various parts of the City.
- The MV sidewalk machine needed to be taken to Bangor for repair.
- The Harbor Master Boat was taken to Don's outboard for repairs.
- Accumulated snow from the past storm was loaded and hauled to the snow dump.
- Modern Pest treated the Recreation Center for ants.
- Picked up trash City Wide.
- Washed plow trucks.
- Continued working on shop that will be used to build picnic tables and trash can holders and do other City related carpentry work.
- Worked on budget.
- Contacted Drumlin Environmental to begin working on Solid Waste and Landfill annual reports.
- Worked on completing mooring permits for 2016.
- Reviewed Old County Road bid.
- Attended performance evaluation training.
- Worked on data input on I-Works.
- Scheduled meeting with DOT to assist with road inventory/evaluation.

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OFFICE OF THE WASTEWATER TREATMENT FACILITY DIRECTOR

- Repaired the gearbox and installed a new motor on the headworks bar screen.
- Replaced the lights in the 1st and 2nd floor lobby of the sludge handling building with energy efficient LED's.
- Crew removed the scaffolding that was used in the secondary pump room when making repairs to the R.A.S. check valves.
- Received the new gate operator stem from the fabricator for aeration tank #6 sluice gate.
- Worked with tech support from CUES Inc. on a software issue with the CCTV inspection camera.
- Responded to a Dig-Safe request at the Public Landing from Maine Water for a hydrant replacement.
- Transferred the database of collection system pipeline and manhole inspections to Wright-Pierce for their use in the I&I and storm water study they are doing for the city.
- Picked up the new portable enclosure to be used to store the portable emergency generators.
- Continued to investigate the sewer odor complaints in the vicinity of Ocean and Water streets.
- Compiled and analyzed two years of data for Wright Pierce.
- No combined sanitary overflows.
- Average flows were approximately 2.6 MGD.

OFFICE OF THE CODE ENFORCEMENT OFFICER

- John attended the Planning Board meeting on Tuesday night.
- John and Bill attended the MBOIA meeting in Lewiston on Thursday all day.
- John and Bill continue to be extremely busy with various permits and inspections.
- There was one complaint filed this week.
- The following permits were received by the Code Office this week:
 - 1 Electrical permit
 - 1 Plumbing permit
 - 1 Street Excavation permit